



Chikolwa, Bwembya (1999) *An integrated housing development system as a tool to resolving the housing problem in Zambia - the roles of a property manager.*
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CHAPTER ONE

1.0 INTRODUCTION

1.1 PROBLEM INTRODUCTION

Though housing forms one of man's basic needs, its provision has proven elusive in Zambia. With a population of around 10.2 million, there are only 1.3 million housing units of which only 403,000 housing units or 31.0 per cent of the housing units, were formal and fully approved in 1980. The remaining 897,000 or 69.0 per cent of the housing stock were informal and poorly serviced or not serviced at all.¹

This situation has resulted due to poor economic performance, rising unemployment and inflation and exasperated by the ever-increasing population. These factors are fully illustrated in chapter two. However, these are not the only issues. According to a World Bank review of the experience: "The deficiencies in urban services in the cities of developing countries are a reflection not merely of absolute resource constraints but also other constraints, particularly the institutional arrangements of the urban delivery system".²

There is therefore an urgent need to redress the issue and according to the National Housing Policy of 1996, there is a backlog of approximately 846,000 housing units. It is estimated that to clear this backlog, 110,000 housing units need to be constructed every year for the next ten years.

1.2 PROBLEM STATEMENT

The **current housing situation is inadequate** to meet the people's aspirations and is also a deterrent to economic revitalisation. This implies that changes in the housing development system are needed. The country's economic malaise should not be used as a scapegoat for not initiating change, as a phased strategy of resolving the issue involving all the stakeholders is needed.

1.3 OBJECTIVES OF THE STUDY

The objectives of this study are to investigate what changes can be implemented to partially resolve the housing problem in 40 months and to further investigate what roles the property manager could play in the housing development process in the same period.

1.4 METHODOLOGY OF STUDY

This study has been undertaken by reviewing literature and course notes that relate to housing development and project management. It is also based on my

¹ Government of the Republic of Zambia; "National Housing Policy", Ministry of Local Government and Housing, Lusaka, January 1996. pp 6.

² World Bank; "Poverty and Vulnerability in Chawama, Lusaka, Zambia: Research Project on Urban Poverty and Social Policy in the Context of Adjustment", Urban Development Division, Transport, Water and Urban Development department. The World Bank, Washington D.C. 1994.

experience and knowledge of the housing development process gained through professional interactions with various actors involved in housing development over the years.

1.5 LIMITATIONS AND SCOPE OF THE STUDY

Due to not receiving the course handbook, some of the relevant data needed for the study was not collected. The housing problem is quite complex and to be able to resolve it needs various action groups to initiate change. Since it requires a long period to resolve, I have only limited my study to a period of 40 months. For the leadership of the integrated housing development system, I have only limited my study to evaluating whether the property manager can be suitable knowing fully well that other actors could also be evaluated.

CHAPTER TWO

2.0 ANALYSING THE HOUSING PROBLEM IN ZAMBIA

2.1 INTRODUCTION

This chapter reveals the causes and effects of the housing problem in Zambia and forms the basis on which strategies will be made for partially redressing the problem within 40 months.

Though the problem tree (figure 1) indicates both the causes and effects of the housing problem, I will only point out the causes, as I believe that their resolution will curtail the effects.

2.2 CAUSES OF THE HOUSING PROBLEM

There are a myriad causes of the housing problem but what has been discussed below are what I consider to be the major ones as shown in figure 1 on page 4.

2.1.1 Lack Of And High Cost Housing Finance

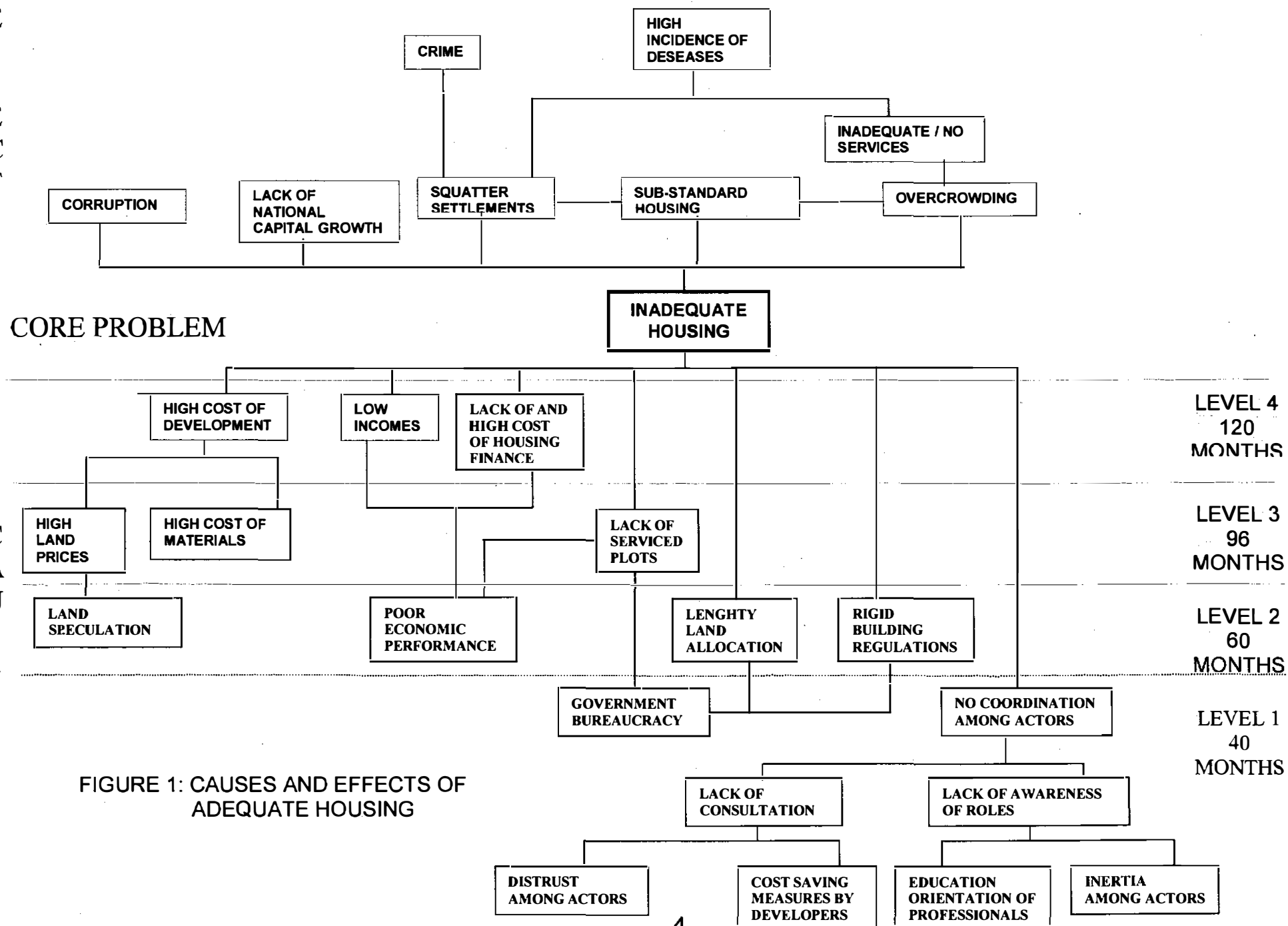
The lack of sources and cost of housing finance continues to hinder housing development. Investment in housing development dropped from 3 per cent of the Gross National Product (GNP) in 1969 to less than 0.5 per cent by 1992. This is way below the United Nations and World Bank minimum of 5 per cent of the GNP. In the National Housing Policy and also reinforced by the 1999 Budget Speech, allocation of 15 per cent of the GNP has been set aside for housing development.³ Though this looks impressive, the pronouncements have not been matched with deeds!

The mortgage market is still in its infancy with only three building societies in existence. The funds at these building societies are not "readily available" as the interest rates are high (currently on average between 35 – 40 per cent) and the conditions are not too flexible. See Appendix 1 for the conditions of lending. Funds from commercial banks are not any better as they are just slightly above interest rates of building societies.

Private housing development is mainly through personal savings, retirement benefits, and a negligible number through employers offering low interest loans at around 5 per cent to their employees.

³ Government of the Republic of Zambia (1996); op cit, pp 15.

CAUSES



2.1.2 Lengthy Land Allocation Procedures And High Cost Of Land

Land is acquired from three sources i.e. central and local government and private sellers.

Land allocation from government, though the least in terms of cost takes too long. The whole process takes on average a minimum period of six months and this has been identified as a bottleneck to housing development.⁴

The alternative is the private land market through private sellers and estate agents. Even here for a nation with a GNP per capita of US \$ 261, unemployment at 14.5 per cent and inflation at 30.6 per cent,⁵ the cost of land and construction is dear to many a Zambian. These costs are represented in Table 1 below:

Plot Classification	Average Plot Size (Metres)	Cost of Plots \$ / m ²	Cost of Construction US \$ / m ²
Low Cost	15 X 30	0.2 - 1	70 - 100
Medium Cost	40 X 40	1 - 1.5	120 - 160
High Cost	60 X 90	0.5 - 1.5	180 - 240

Table 1: Cost Of Plots And Construction.
Source: The Authors Market Research 1999.

Generally urban land for housing development in Zambia is in “short supply” and part of the reason is the stagnation in the sale of private land that contributed to this development. Values of vacant land are therefore very high and the rise is in the order of 70 per cent in the last three years.⁶

2.1.3 Uncoordinated Functions Of Actors In The Housing Development Process

Major housing development was, due to political orientation, a preserve of the state, employers and parastatals companies. This explains their substantial involvement as shown in Table 2 below:

Ownership	No. of Dwelling Units Owned	%
Individuals	1,040,000	80
Central Government	65,000	5

⁴ H C Mulenga; “Zambia Has a Conducive Property Market”, article published in the Financial Times Newspaper, April 1999.

⁵ Government of the Republic of Zambia; “Economic Report”, Ministry of Finance and Economic Development, Lusaka, January 1999, pp 18 & 24.

⁶ H C Mulenga (1999); op cit

Local Government	78,000	6
Parastatal Companies	78,000	6
Private Organisations	39,000	3
TOTAL	1,300,000	100

Table 2: Ownership Of Housing

Source : Adapted By The Author From The National Housing Policy

This situation is however changing with the sale of government and parastatal housing to sitting tenants. This is hoped to result in more private sector involvement in housing development. However this goal is being thwarted by the poor economic performance. To cut down on costs, most developers do not involve or involve professionals minimally in their projects. The professionals as well have not helped matters, as they have not integrated their functions to save on time and funds. This I believe is on the premise of trying to maximise earnings in these tough economic times.

2.1.4 Lack Of Serviced Plots And Rigid Building Regulations

The economic malaise has gravely affected government's efforts in servicing land for development. Land is now allocated with a clause that the service charge should be paid upfront though the local authority can only service the plot once they have collected enough funds to service an area. This adds extra pressure on the developer as he ends up providing these services himself as the local authorities take years to service an area. The whole land allocation procedure is a paradox, as it also demands that the developer should develop the plot within 18 months of being allocated lest it's repossessed.

2.1.5 High Cost of Construction

The high cost of construction has made difficult for most people to get involved in housing development and where they have been involved, it has taken too long or resulted in sub- standard housing. These cost, as depicted in Table 1, coupled with the erosive effects of inflation on purchasing power accounts for the fall in construction. It is not therefore astonishing therefore that the construction industry recorded a fall of 4.7 per cent in 1988 and 9.8 per cent in 1990 in its output. This falling trend is anticipated to have continued to the present day. Further, annual growth rate of 9.5 per cent between 1965 and 1975 was followed by a sharp fall to 2.5 per cent between 1990 and 1994.⁷

2.1.6 Rapid Population Growth

While construction has generally been declining due to the prohibitive costs of construction and lack of and high cost of development finance, the demand for housing is ever rising. This is due to the huge population growth as shown in Table 3 below:

⁷ H C Mulenga; "Zambian Real Estate Industry Revival – An Essential Strategy for Business Success", a paper presented at the Second National economic Convention Workshop, April 1999.

Years	1980	1990	1992	1996	1997	1998
Population Size (Millions)	5.7	7.8	8.2	9.5	8.8	10.1

Table 3: Population Growth

Source: Republic of Zambia, Economic Report for 1998

The annual population growth rate is 3.8 per cent. The capital, Lusaka with a population of about 1.6 million has an annual population growth rate of 5.32 per cent.⁸ For a town originally planned for a population of 6,000, the result has been the local authority failing to provide the social services and 70 per cent of its population living in unplanned or unserviced areas.⁹

2.3 REDRESSING THE HOUSING PROBLEM IN ZAMBIA

As earlier stated, resolution of the causes of the housing problem will help in curtailing its effects.

For this to be done within the objective period of 40 months, the following driving and restraining forces influencing its resolution have been identified:

Driving Forces:

- Integration of the functions of all the actors.
- Government support to decentralise.
- Improved economic performance.
- Consistent land values.

Restraining Forces:

- Uncoordinated activities of the actors.
- Government bureaucracy.
- Poor economic performance.
- Land speculation.

These forces have been analysed as shown in Tables 4, 5 and 6 to assess how they influence the attainment of the objectives of the study in 40 months. This is considered in terms of possibility, time, resources and commitment to change the situation.

⁸ Central Statistics Department; "Census Report", 1990.

⁹ O A Agyemang, B Chirwa and M Muya; "An Environmental Profile of Greater Lusaka Area", Lusaka City Council / Government of the Republic of Zambia / United Nations Development Programme / United Nations Centre for Human Settlements, January 1997, pp 7.

RESTRAINING FORCE	POSSIBILITY	TIME	RESOURCES	COMMITMENT
Uncoordinated Activities Of Actors	- YES	- YES	- YES	+ NO
Government Bureaucracy	- YES	+ NO	- YES½	- YES
Poor Economic Performance	+ NO	+ NO	+ NO	- YES
Land Speculation	+ NO	+ NO	- YES	+ NO

Table 5: Restraining Forces Impeding The Resolution Of The Housing Problem

DRIVING FORCE	POSSIBILITY	TIME	RESOURCES	COMMITMENT
Integration Of Activities Of Actors	+ YES	+ YES	+ YES	+ YES
Government Support To Decentralise	+ YES	+ YES	- NO	+ YES
Improved Economic Performance	- NO	- NO	+ YES½	+ YES
Consistent Land Values	- NO	- NO	+ YES½	+ YES

Table 4: Driving Forces Influencing For Change In The Housing Problem

OBJECTIVE:	To investigate what changes can be implemented to partially resolve the housing problem in 40 months.								
DRIVING FORCE	100% 1	75% 2	50% 3	25% 4	25% 4	50% 3	75% 2	100% 1	RESTRAINING FORCE
Integration Of Activities Of Actors									Uncoordinated Activities Of Actors
Government Support To Decentralise									Government Bureaucracy
Improved Economic Performance									Poor Economic Performance
Consistent Land Values									Land Speculation
10 points					8.5 points				

NOTE: Each box represents a score of one

Table 6: Force Field Diagram Of Changing The Housing Problem

From Table 6, it is evident that the restraining forces need to be reduced in strength to change the current situation. It is thus imperative to formulate strategies to change the housing status quo within 40 months. On the basis of the

force field analysis, a strategy has to be formulated as represented in Table 7 below:

CLUSTER	RESTRAINING FORCE	INTERVENTION	ACTION	GO OR NO GO DECISION
Integration	<ul style="list-style-type: none"> Uncoordinated Activities Of Actors 	<ul style="list-style-type: none"> Integration of functions of actors 	<ul style="list-style-type: none"> Set up of action group to spearhead integration of actors 	<ul style="list-style-type: none"> Go
Institutional	<ul style="list-style-type: none"> Government Bureaucracy Land Speculation 	<ul style="list-style-type: none"> Government decentralisation and public campaigns 	<ul style="list-style-type: none"> Set up of action group to liaise with government on behalfs of decentralisation and consistent land values 	No Go
Finance	<ul style="list-style-type: none"> Poor Economic Performance 	<ul style="list-style-type: none"> Resource mobilisation 	<ul style="list-style-type: none"> Forming of more public private partnership schemes 	No Go

Table 7: Strategy To Be Pursued For The Partial Resolution Of The Housing Problem In 40 Months.

The analysis shows that one of the causes of the housing that can be eliminated in 40 months, is the disintegrated functions of the actors in the present housing development system. Suffice to mention that though this can be done in 40 months, its elimination will only lead to a partial resolution of the complex housing problem. As such long-term strategies would have to be set for the resolution of other causes of the problem. This however is outside the realm of this study.

2.4 CONCLUSION

It is clearly evident from the above analysis, that the housing problem is complex and to be resolved it needs concerted efforts by all the stakeholders involved over a number of years.

From the analysis the initial step forward could be integrating the functions of the actors first, as the other two clusters of problems would require a longer period of time than the targeted 40 months.

The next chapter therefore looks at how these functions are disintegrated and forms the basis on which strategies will be set for amalgamating the said functions.

CHAPTER THREE

3.0 CHANGING THE ROLES OF THE ACTORS IN THE HOUSING DEVELOPMENT SYSTEM

3.1 INTRODUCTION

This chapter is divided into two parts with the first looking at the functions currently being performed by the various actors in the housing development system and analysing the weaknesses and strengths of this system.

On the basis of present housing development system, the latter part of the chapter looks at the integrated housing development system. An analysis is further made on the viability of introducing this system in Zambia.

3.2 PRESENT HOUSING DEVELOPMENT SYSTEM (THE TRADITIONAL SYSTEM)

3.2.1 Management Structure And The Roles Being Performed By The Various Actors

The present management structure is basically hinged on the Architect who performs as the traditional “master builder”. Figure 2 below shows this situation.

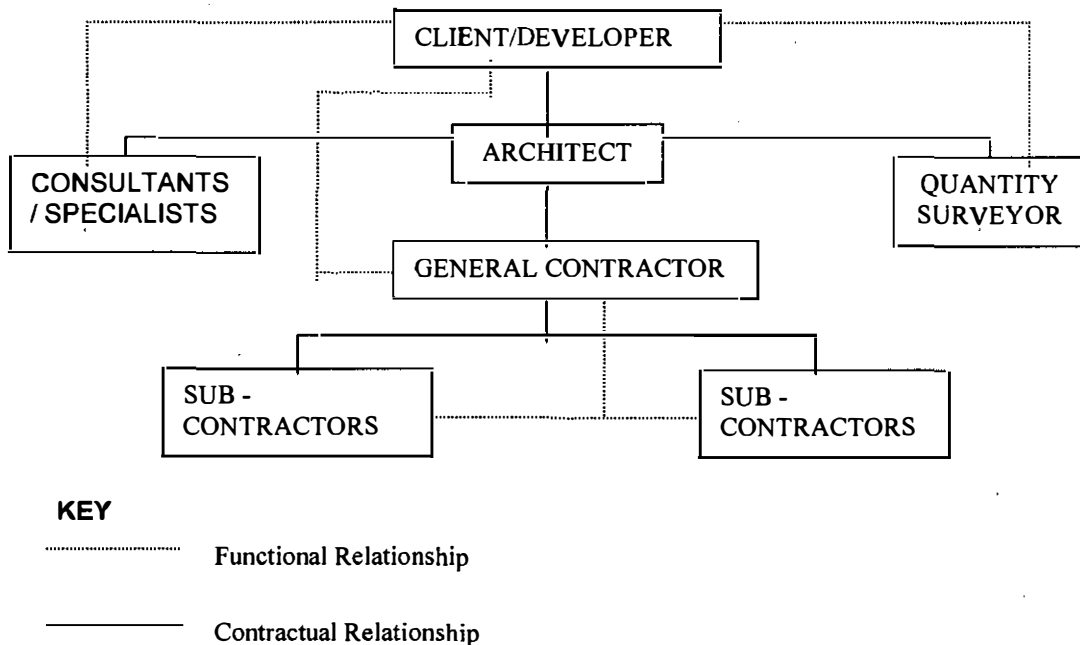


Figure 1: Present Housing Development Structure Showing The Architect As Master Builder

The roles being performed by the various actors are shown and contrasted with those being proposed in Appendix 2.

3.2.2 Strengths And Weaknesses Of The Present Housing Development System

The present housing development system hereafter also referred to as the “traditional system”, has the various strengths and weaknesses as noted by Kumisuku M¹⁰:

3.2.2.1 Strengths:

- There is a clear distinction of the stages of development and thus the various roles that each actor has to perform.
- The client/developer has an opportunity to double check the feasibility of the project at the Bill of Quantities stage and thus loses less if the project is not viable as less professionals are committed from the onset.
- The Architect functions as a “master builder” and controls the project from inception to finish

3.2.2.2 Weaknesses:

- The system is an “ends on” process as it only allows a stage to be started after the other is completed. This is depicted in Figure 3 below:

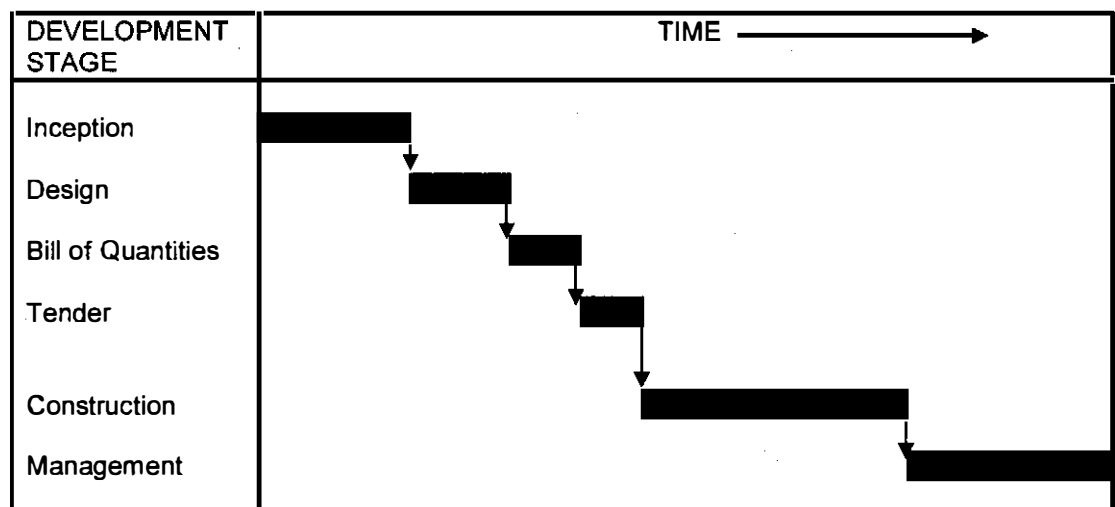


Figure 3: Traditional Housing Development Process

This arrangement allows mistakes in one stage to be carried on to the other stage making it costly to rectify.

- The system is not flexible, as it does not readily allow actors in one stage to have influence on the other stages. This may result in prolonging the development process.
- The system has in some cases resulted in the developments which are not “user and management friendly” due to the end users not a part or playing an insignificant role in the process.

¹⁰ M Kumisuku; “Private Sector Participation in Housing Delivery in Zambia : The role of the Private Sector”, unpublished 73 ICHUD Report, International Institute of Housing and Urban development, Rotterdam, 1998.

- The client/developer enters into separate contracts with all the consultants. This presents problems as in most instances they are not well versed in these matters.

From the proceeding, it has been proven that the present housing development system does not meet the challenges of improving the housing problem in the country. A new system with the functions of all the actors integrated for speeding up the development process is needed. This is explored in the second part of the chapter.

3.3 AN INTEGRATED HOUSING DEVELOPMENT SYSTEM

3.3.1 Management Structure And New Roles Of The Various Actors

This system brings all the actors in the housing development process under one umbrella usually as an organisation with interactive functions. The organisation with a common goal of accomplishing the assignment, is lead by a team leader. Figure 4 below shows this situation.

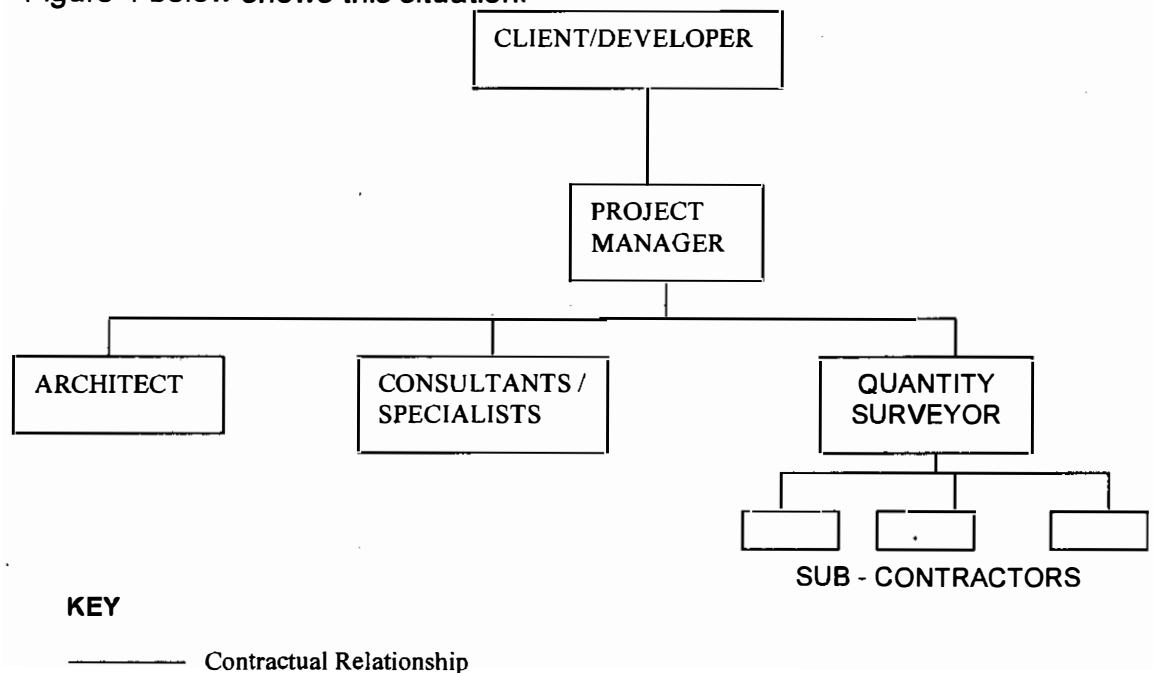


Figure 4: Integrated Housing Development Structure

Appendix 2 shows the stages of development with its actors and their envisaged new roles in this integrated approach.

3.3.2 Opportunities And Threats Of The Integrated Housing Development System

3.3.2.1 Opportunities:

- It improves interaction and communication among the various actors. This has the advantages of quicker decision-making and relay of information.

- The interaction of the actors also introduces an overlap of functions resulting in saving time and funds. It introduces “fast tracking” of the project as shown in Figure 5. The bill of quantities stage is fused into the design stage and the tender stage is eliminated.

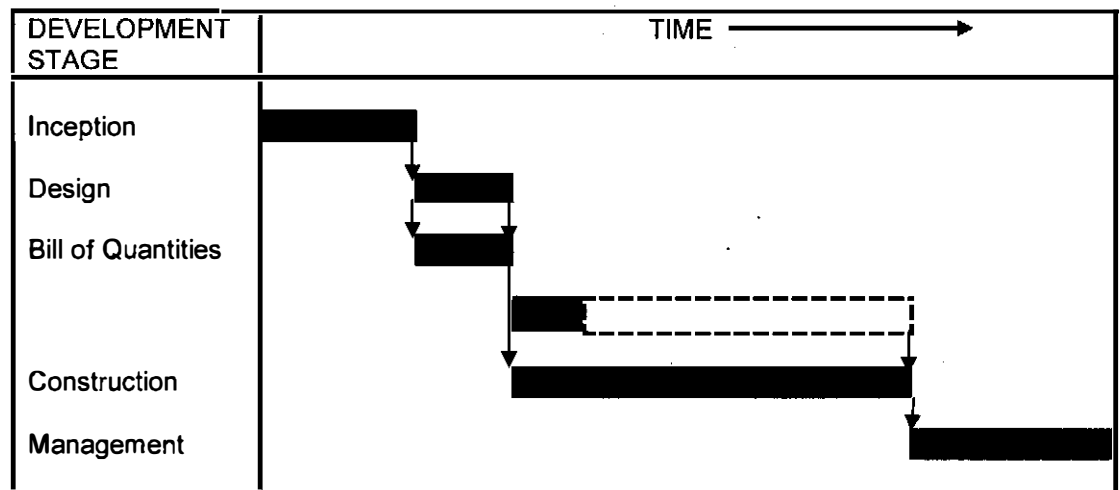


Figure 5: Integrated Housing Development Process

- The client/developer enters into an agreement with a single person or organisation as project manager/s making it easier to deal with one person or entity than several. The project managers will engage the other professionals. The project manager/s is/are responsible to the client/developer and the other professionals to him. This contractual relationship is shown in Figure 3 on the previous page.

3.3.2.2 Threats:

- The integration of the functions is still hampered as the architect still considers himself as the “master builder” and prefers the traditional system. The public who do not know the benefits of the integrated system also supports this perception.
- There is no standard contracts to bind the project manager/s. The only contracts available are those for the multi-contractual arrangement. This is a drawback as the developer is still drawn to signing contracts with all the various professionals diluting the advantages of single point responsibility. A single contract is a good media of transmitting the development concept. Multiple contracts have the disadvantage of being interpreted differently by all the party to them.

3.3.3 Analysing The Opportunities And Threats For Introducing The Integrated Housing Development System

From the opportunities and threats of the integrated housing development system as identified under section 3.3.2, the following driving and restraining forces have been identified:

Driving Forces:

- Reduction of time and cost.
- Better communication and quicker decision-making.
- Single point responsibility.
- Need for low cost housing
- Easier fault identification and rectification.

Restraining Forces:

- Fragmented development process.
- Resistance to the introduction of the integrated housing development system.
- Lack of standard contract.
- Low construction activity.
- Developers wish to lower professional costs.

These forces have been analysed as shown in Tables 8, 9 and 10 to assess how they influence the attainment of the objectives of the study in 40 months. This is considered in terms of possibility, time, resources and commitment to change the situation.

RESTRAINING FORCE	POSSIBILITY	TIME	RESOURCES	COMMITMENT
Fragmented development process	- YES	- YES	- YES½	- YES½
Resistance to integrated housing development system	- YES	- YES	- YES	+ NO
Lack of standard contract	+ NO	- YES	- YES	+ NO
Low construction activity	+ NO	+ NO	+ NO	- YES
Developers wish to lower professional costs	+ YES½	+ YES	+ YES	+ YES½

Table 9: Restraining Forces Impeding The Introduction Of The Integrated Housing Development System

DRIVING FORCE	POSSIBILITY	TIME	RESOURCES	COMMITMENT
Reduction of time and cost	+ YES	+ YES	+ YES	+ YES
Better communication and quicker decision making	+ YES	+ YES	+ YES	+ YES½
Single point responsibility.	+ YES	- NO	+ YES	- NO
Need for low cost housing	+ YES	- NO	- NO	+ YES
Easier fault identification and rectification	+ YES	+ YES	+ YES	+ YES

Table 8: Driving Forces Supporting The Introduction Of The Integrated Housing Development System.

OBJECTIVE:	To investigate the viability of introducing the integrated housing development system as a tool for partially resolution of the housing problem in 40 months.								
DRIVING FORCE	100% 1	75% 2	50% 3	25% 4	25% 1	50% 2	75% 3	100% 4	RESTRAINING FORCE
Reduction of time and cost	→	→	→	→	←	←	←	←	Fragmented development process
Better communication and quicker decision making	→	→	→	→	←	←	←	←	Resistance to integrated housing development system
Single point responsibility	→	→	→	→	←	←	←	←	Lack of standard contract
Need for low cost housing	→	→	→	→	←	←	←	←	Low construction activity
Easier fault identification and rectification	→	→	→	→	←	←	←	←	Developers wish to lower professional costs
	15.5 points				9 points				

NOTE: Each box represents a score of one

Table 10: Force Field Diagram Of Introducing The Integrated Housing Development System

From Table 10 it is evident that the strength of the restraining forces has to be reduced to change the situation. It is thus imperative to formulate strategies to change the present housing development system within 40 months. On the basis of the force field analysis, a strategy has to be formulated as represented in Table 11 below:

CLUSTER	RESTRAINING FORCE	INTERVENTION	ACTION	GO OR NO GO DECISION
Increasing Awareness	<ul style="list-style-type: none"> Developers wish to lower professional costs 	<ul style="list-style-type: none"> Educating the public on the benefits of the integrated housing development system 	<ul style="list-style-type: none"> Set up of action group to change public perception 	<ul style="list-style-type: none"> Go
Resource Mobilisation	<ul style="list-style-type: none"> Low construction activity 	<ul style="list-style-type: none"> Mobilising resources from all stakeholders 	<ul style="list-style-type: none"> Set up of public private sector partnerships 	No Go
Legal	<ul style="list-style-type: none"> Lack of standard contract 	<ul style="list-style-type: none"> Legal drafting of single source responsibility contract 	<ul style="list-style-type: none"> Set up of action group to undertake drafting of the contract 	No Go
Professional	<ul style="list-style-type: none"> Fragmented development process Resistance to integrated housing development system 	<ul style="list-style-type: none"> Encouraging professional collaboration 	<ul style="list-style-type: none"> Professional interactions by holding seminars and workshops 	Go

Table 11: Strategy To Be Pursued For The Introduction Of The Integrated Housing Development System In 40 months

The analysis above shows that the selected strategies will be to increase awareness among professionals and the general public on the benefits of introducing the integrated housing development system in 40 months. This will be done through education campaigns by way of publications, workshops / seminars and other media channels. A plan of action has been set in chapter four to run concurrently with the introduction of the property manager as leader of the system.

3.4 CONCLUSION

Though it has been clearly elaborated that the integrated housing development system is a tool to resolving the housing problem, its introduction will not bear total fruit if the architect still maintains sole leadership of the system. The next chapter thus explores whether other actors can perform the leadership role with particular reference to the property manager.

CHAPTER FOUR

4.0 CASE STUDY TO INTRODUCE THE INTEGRATED HOUSING DEVELOPMENT SYSTEM WITH THE PROPERTY MANAGER AS LEADER

4.1 INTRODUCTION

From the preceding chapter, it was pointed out that the introduction of integrated housing development system would not succeed if its leadership still remains the preserve of the architect. What would be changed then would only be the name of the system.

This chapter seeks to explore whether other actors can perform the role of leader and this can only be evaluated in the context of an actual project. As such as the integrated housing development system is introduced, the role of the property manager as leader can also be evaluated.

4.2 ANALYSING OF INTRODUCING THE PROPERTY MANAGER AS LEADER.

The following forces have been identified as influencing the successful introduction of the property manager as leader of the integrated housing development system.

Driving Forces:

- Fewer problems in the management stage.
- Better selection of development sites.
- Increased pool of funds by pre-letting and selling.
- Faster development process through quicker decision making.
- Easier identification of lapses in the actors due to advisory role.
- Higher chances of project success due to increased market research.

Restraining Forces:

- Resistance from traditional housing development system leaders.
- Lack of co-ordination among actors in the housing development system.
- Lack of public awareness of the functions of property managers in the housing development system.
- Professional bias of the property managers to align themselves with the post-construction stage of the property cycle.
- Declining housing development activity.
- Not being originators of the building designs

These forces have been analysed as shown in Tables 12, 13 and 14 to assess how they influence the attainment of the objectives of the study in 40 months. This is considered in terms of possibility, time, resources and commitment to change the situation.

RESTRAINING FORCE	POSSIBILITY	TIME	RESOURCES	COMMITMENT
Resistance from traditional housing development system leaders	- YES	- YES	- YES½	- YES½
Lack of co-ordination among actors in the housing development system	- YES	- YES	- YES½	- YES½
Lack of public awareness of the functions of property managers in the housing development system	- YES	- YES	- YES½	- YES½
Professional bias of the property managers	- YES	- YES	- YES	- YES½
Declining housing development activity	+ NO	+ NO	- YES½	- YES
Not being originators of the building designs	+ NO	+ NO	- YES	- YES

Table 10: Restraining Forces Impeding The Introduction Of The Integrated Housing Development System With the Property Manager As Leader.

DRIVING FORCE	POSSIBILITY	TIME	RESOURCES	COMMITMENT
Fewer problems in the management stage.	+ YES	+ YES½	+ YES	+ YES
Better selection of development sites	+ YES	+ YES	+ YES½	+ YES½
Increased pool of funds by pre-letting and selling.	+ YES	+ YES	+ YES½	+ YES½
Faster development process through quicker decision making.	+ YES	+ YES	+ YES½	+ YES
Easier identification of lapses in the actors due to advisory role.	+ YES	+ YES	+ YES	- NO
Higher chances of project success due to increased market research	+ YES	+ YES	+ YES	- NO

Table 12: Driving Forces Supporting The Introduction Of The Integrated Housing Development System With the Property Manager As Leader.

OBJECTIVE:	To investigate the viability of the property manager leading the integrated housing development system in 40 months.								
DRIVING FORCE	100% 1	75% 2	50% 3	25% 4	25% 4	50% 3	75% 2	100% 1	RESTRAINING FORCE
Less problems in the management stage									Resistance from traditional housing development system leaders
Better selection of development sites									Lack of co-ordination among actors in the housing development system
Increased pool of funds by pre-letting and selling									Lack of public awareness of the functions of property managers in the housing development system
Faster development process through quicker decision making									Professional bias of the property managers
Easier identification of lapses in the actors due to advisory role									Declining housing development activity
Higher chances of project success due to increased market research									Not being originators of the building designs
19 points					14 points				

NOTE: Each box represents a score of one

Table 14: Force Field Diagram Of Introducing The Integrated Housing Development With the Property Manager As Leader.

From Table 14 it is evident that the strength of the restraining forces has to be reduced for the successful introduction of integrated housing development system. It is thus imperative to formulate strategies to change the housing status quo within 40 months. On the basis of the force field analysis, a strategy has to be formulated as represented in Table 15 below:

CLUSTER	RESTRAINING FORCE	INTERVENTION	ACTION	GO OR NO GO DECISION
Increasing Awareness	<ul style="list-style-type: none"> Professional bias of the property managers Lack of public awareness of the functions of property managers in the housing development system 	<ul style="list-style-type: none"> Educating the public and property managers on their roles in the integrated housing development system 	<ul style="list-style-type: none"> Set up of action group to change public perception and the professional bias of property managers 	<ul style="list-style-type: none"> Go
Resource Mobilisation	<ul style="list-style-type: none"> Declining housing development activity 	<ul style="list-style-type: none"> Mobilising resources from all stakeholders 	<ul style="list-style-type: none"> Set up of public private sector partnerships 	<ul style="list-style-type: none"> No Go
Professional Collaboration	<ul style="list-style-type: none"> Resistance from traditional housing development system leaders Lack of co-ordination among actors in the housing development system Not being originators of the building designs 	<ul style="list-style-type: none"> Encouraging professional collaboration 	<ul style="list-style-type: none"> Professional interactions by holding seminars and workshops 	<ul style="list-style-type: none"> Go

Table 15: Strategy To Be Pursued For The Introducing The Integrated Housing Development System With The Property Manager In 40 Months With the Property Manager As Leader.

4.3 ACTION PLAN

OBJECTIVE:		To investigate what changes can be implemented to partially resolve the housing problem in 40 months and to further investigate what roles the property manager could play in the housing development process in the same period.		
ACTIVITY	DESCRIPTION	DURATION (MONTHS)	STAGE	ACTORS
A	Formation Of Action Group	3	INTRODUCTION OF THE INTEGRATED HOUSING DEVELOPMENT SYSTEM WITH THE PROPERTY MANAGER AS ITS LEADER AND PROJECT INIATION	<ul style="list-style-type: none"> Property Managers
B	Education Campaigns	12		<ul style="list-style-type: none"> Property Managers
C	Professional Collaboration	4		<ul style="list-style-type: none"> All the actors in the development process
D	Project Identification	2		<ul style="list-style-type: none"> Client/developer and property manager
E	Feasibility Study	2		<ul style="list-style-type: none"> Client/developer Property Manager
F	Project Financing	4		<ul style="list-style-type: none"> Client/developer Property Manager Financial Institutions
G	Site Acquisition	3		<ul style="list-style-type: none"> Client/developer Property Manager Public Authorities Private Sellers
H	Detailed Project Inception And Interim Evaluation Of The Property Manager	1		<ul style="list-style-type: none"> Client/developer Property Manager
I	Preliminary Design	1	DESIGN	<ul style="list-style-type: none"> Client/developer Architect Quantity Surveyor Contractor Property Manager
J	Structural Design	1		<ul style="list-style-type: none"> Engineer Architect Contractor Quantity Surveyor
K	Final Design	2		<ul style="list-style-type: none"> Client/developer Architect Quantity Surveyor Contractor Property Manager
L	Bill Of Quantities	3		<ul style="list-style-type: none"> Quantity Surveyor Architect Contractor Client/developer
M	Detailed Design And Interim Evaluation Of The Property Manager	1		<ul style="list-style-type: none"> Client/developer Property Manager

N	General Construction	12	CONSTRUCTION	<ul style="list-style-type: none"> Contractor Architect Quantity Surveyor Suppliers Property Manager
O	Specialised Construction	8		<ul style="list-style-type: none"> Sub - Contractor Contractor Architect Quantity Surveyor Suppliers Property Manager
P	Delivery Of Building	1		<ul style="list-style-type: none"> Contractor Architect Quantity Surveyor Property Manager Client/developer
Q	Detailed Construction And Interim Evaluation Of The Property Manager	1		<ul style="list-style-type: none"> Client/developer Property Manager
R	Final Evaluation Of The Development And Property Manager	3	EVALUATION	<ul style="list-style-type: none"> Client/developer Property Manager Other members of the development team
S	Maintenance And Start Of Second Development	Continuous	FOLLOW UP AND IDENTIFICATION OF THE SECOND PROJECT	<ul style="list-style-type: none"> Client/developer Property Manager Architect

Table 16: Action Plan For The Introduction Of The Integrated Housing Development System With The Property Manager As Leader In 40 Months